

# Building Blocks for Successful Housing Elements

## Program Overview and Quantified Objectives

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*The element shall contain a program which sets forth a five-year schedule of actions the local governments is undertaking or intends to undertake to implement the policies and achieve the goals and objectives of the housing element through the administration of land use and development controls, provision of regulatory concessions and incentives, and the utilization of appropriate federal and state financing and subsidy programs when available Government Code Section 65583(c).*

*The element shall include a statement of the community's goals, quantified objectives and policies relative to the maintenance, preservation, improvement and development of housing, (Government Code Section 65583(b)).*

### Developing Effective Programs

Programs are the specific action steps each locality will take to implement its policies and achieve stated goals and objectives. Programs should reflect the results and analyses of the jurisdiction's local housing needs, available land and financial resources and the mitigation of identified governmental and non-governmental constraints. For example, if the analysis of the existing housing stock, identified a high percentage of units in need of rehabilitation, the jurisdiction should include a rehabilitation program to meet the identified need. Similarly, if the city/county has identified constraints related to local regulations, the element should identify specific programmatic actions such as streamlining processing requirements, "one-stop shop", providing pre-application consultation, or development of pre-approved prototypes to simplify the approval process.

#### I. REQUISITE PROGRAM COMPONENTS

To make adequate provision for the housing needs of all income levels, a jurisdiction must, at a minimum, identify programs to do all of the following:

- Identify adequate sites, with appropriate zoning and development standards and services to accommodate the locality's share of the regional housing needs for each income level (as needed).
- Assist in the development of adequate housing to meet the needs of extremely low-, very low-, low- and moderate-income households.

- Address, and where possible, remove governmental constraints to the maintenance, improvement and development of housing, including housing for all income levels and housing for persons with disabilities.
- Conserve and improve the condition of the existing affordable housing stock.
- Preservation of assisted housing developments at-risk of conversion to market-rate.
- Promotion of equal housing opportunities for all persons regardless of race, religion, sex, marital status, ancestry, national origin, color, familial status or disability.

Effective programs include the following:

- Definite time frames for implementation (*e.g., by June 2009, ongoing, annually during the planning period, upon adoption of general plan amendment, etc.*).
- Identification of agencies and officials responsible for implementation (*e.g., planning department, redevelopment agency, county community development department, city building official, housing manager, public housing authority, etc.*).
- Description of the local government's specific role in program implementation (*e.g. a description of how the City will market the availability of rehabilitation funds*).
- Description of the specific action steps to implement the program.
- Proposed measurable outcomes (*e.g., the number of units created, completion of a study, development of a homeless shelter, initiation of a rezone program, preservation of at-risk units, annexation of land within a sphere of influence*).
- Demonstration of a firm commitment to implement (*e.g., the City will apply for HOME funds by June 2009*).
- Identification of specific funding sources, where appropriate (*e.g., dollar amounts of annual funding entitlements or allocations – CDBG, HOME, ESG, HOPWA, Continuum of Care, redevelopment agency's low/moderate-income housing funds, bond proceeds, tax credit allocations, and other federal, State and local resources*).

## **Quantified Objectives**

The setting of quantified objectives follows a locality's work in identifying housing needs, surveying land and financial resources, analyzing constraints, and developing appropriate programmatic and policy responses which reflect a community's unique needs and circumstances. This information is used to establish reasonable estimates of the number of units, by income level, these programs and policies can accomplish.

### **I. REQUISITE ANALYSIS**

The quantified objectives should estimate the number of units likely to be constructed, rehabilitated or conserved/preserved by income level during the planning period. The quantified objectives do not represent a ceiling on development, but rather set a target goal for the jurisdiction to achieve based on needs, resources and constraints.

Ideally, construction objectives will be equal to identified needs. However, when a locality has determined total housing needs exceed the locality's ability to meet those needs with existing resources, the quantified objectives may be less than the total identified need as specified in the locality's regional housing need allocation. Under these circumstances, localities may target limited resources to areas of greatest local need based on the analysis completed. The element, however, must describe the analysis used to establish the quantified objectives.

Emphasizing a particular objective, however, may result in reducing another. For example, in urban areas with a shortage of land, programs to maximize housing preservation may be the priority even though this may limit opportunities for the development of new housing.

In growing communities, the development of housing affordable for future residents may use CDBG or HOME funds for land write-downs to facilitate new construction rather than for rehabilitation loans.

Each quantified objective should be detailed by income level as illustrated in the following table:

<b>Income Category</b>	<b>New Construction</b>	<b>Rehabilitation</b>	<b>Conservation/ Preservation</b>
Extremely Low			
Very-Low			
Low			
Moderate			
Above Moderate			
<b>TOTALS</b>			

*Note: The locality may choose to establish quantified objectives by tenure and/or type of household (i.e. elderly) to be benefited.*

- The Construction objective refers to the number of new units that potentially may be constructed using public and/or private sources over the planning period of the element given the locality's land resources, constraints and proposed programs.
- The Rehabilitation objective refers to the number of existing units expected to be rehabilitated during the planning period
- The Conservation/Preservation objective refers to the preservation of the existing affordable housing stock throughout the planning period. To determine the number of units to be conserved, a locality could, for example, quantify the number of existing housing units that will be preserved through the provision of more stable zoning for mobilehome parks or other affordable housing types. A subset of the conservation objective is the number of federal, State and locally assisted at-risk units to be preserved.

## **KEY IDEAS**

### **II. MODEL ANALYSES**

[Highlighted Jurisdiction- City of Chula Vista](#)

[Highlighted Jurisdiction- City of Colfax](#)